

*Furnish this exhibit for EACH foreign principal listed in an initial statement
and for EACH additional foreign principal acquired subsequently.*

1. Name and address of registrant LOU HAMMOND & ASSOCIATES, INC. 39 East 51 Street, New York, NY 10022	2. Registration No. 3682
3. Name of foreign principal The Government of Aruba Dir. of the Aruba Tourism Authority in No. America	4. Principal address of foreign principal 1270 Ave. of the Americas Suite 2212 New York, NY 10020

5. Indicate whether your foreign principal is one of the following type:

- ☒ Foreign government
- ☐ Foreign political party
- ☐ Foreign or ☐ domestic organization: If either, check one of the following:
- | | |
|--------------------------------------|--|
| <input type="checkbox"/> Partnership | <input type="checkbox"/> Committee |
| <input type="checkbox"/> Corporation | <input type="checkbox"/> Voluntary group |
| <input type="checkbox"/> Association | <input type="checkbox"/> Other (specify) _____ |
- ☐ Individual—State his nationality _____

6. If the foreign principal is a foreign government, state:

- a) Branch or agency represented by the registrant. **Aruba Tourism Authority in North America**
- b) Name and title of official with whom registrant deals. **Mr. Watti Chai, Director**

7. If the foreign principal is a foreign political party, state:

- a) Principal address
- b) Name and title of official with whom the registrant deals.
- c) Principal aim

8. If the foreign principal is not a foreign government or a foreign political party,

- a) State the nature of the business or activity of this foreign principal

b) Is this foreign principal

- Owned by a foreign government, foreign political party, or other foreign principal Yes ☒ No ☐
- Directed by a foreign government, foreign political party, or other foreign principal..... Yes ☒ No ☐
- Controlled by a foreign government, foreign political party, or other foreign principal Yes ☒ No ☐
- Financed by a foreign government, foreign political party, or other foreign principal Yes ☒ No ☐
- Subsidized in whole by a foreign government, foreign political party, or other foreign principal..... Yes ☒ No ☐
- Subsidized in part by a foreign government, foreign political party, or other foreign principal..... Yes ☐ No ☐

9. Explain fully all items answered "Yes" in Item 8(b). (If additional space is needed, a full insert page may be used.)

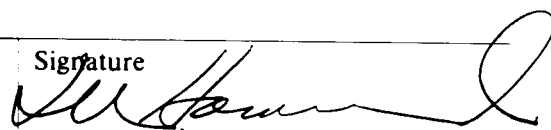
Principal promotes tourism from the U.S. to Aruba

10. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

Date of Exhibit A
12-15-86

Name and Title
LOU RENA HAMMOND,
President

Signature



INSTRUCTIONS: A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements; or, where no contract exists, a full statement of all the circumstances, by reason of which the registrant is acting as an agent of a foreign principal. This form shall be filed in duplicate for each foreign principal named in the registration statement and must be signed by or on behalf of the registrant.

Name of Registrant

LOU HAMMOND & ASSOCIATES, INC.

Name of Foreign Principal

The Government of Aruba
Aruba Tourism Authority in North Am.

Check Appropriate Boxes:

1. ☒ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach two copies of the contract to this exhibit.
2. ☐ There is no formal written contract between the registrant and foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach two copies of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
3. ☐ The agreement or understanding between the registrant and foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and the expenses, if any, to be received.

4. Describe fully the nature and method of performance of the above indicated agreement or understanding.

- .. Preparation of material promoting tourism, newsletters, releases, etc.
- .. Contact with media to place material before touring public
- .. Organize travel press visits and escort as required

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RECORDS SECTION
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5. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

Promotion of tourism to Aruba

6. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act?¹
Yes ☐ No ☒

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose.

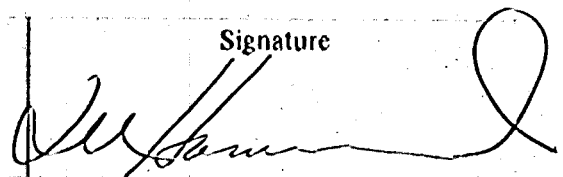
Date of Exhibit B

12-15-86

Name and Title

LOU RENA HAMMOND,
President

Signature



¹Political activity as defined in Section 1(o) of the Act means the dissemination of political propaganda and any other activity which the person engaging therein believes will, or which he intends to, prevail upon, indoctrinate, convert, induce, persuade, or in any other way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

A G R E E M E N T

between the Government of Aruba represented by W. Walter Chai, Director of the Aruba Tourism Authority in North America with offices located at 1270 Avenue of the Americas (Suite 2212), New York, New York 10020, the said contracting party hereinafter referred to as A.T.A. and Lou Hammond and Associates, Inc. represented by Lou Rena Hammond, President of said Company with offices located at 39 East 51st Street, New York, New York 10022, who shall act in the capacity of Public Relations Counselor of the A.T.A., hereinafter referred to as P.R.C. The contracting parties hereby enter into an Agreement covering a one year fixed-term appointment, commencing on October 15, 1986 with an expiration date of October 14, 1987.

General Provisions.

The P.R.C. shall be subject to the authority of the A.T.A. and to assignments by it to any of the activities covered under this agreement. The P.R.C. shall be responsible to the A.T.A. in the exercise of the functions to be carried out.

Remuneration.

Remuneration shall be established at \$60,000 per year, payable in equal monthly installments of \$5,000 on or about the last day of each calendar month.

Miscellaneous Costs.

Allowances shall be made for miscellaneous out-of-pocket expenses incurred on behalf of the A.T.A. These costs shall include incidental expenses such as telephone calls, printing, postage, staff travel expenses, and such expense account items, as are properly and duly authorized, shall be covered by the A.T.A. on receipt of certificates of expenditure. Each expense over \$100 shall be approved by the A.T.A.

Termination of Appointment.

Either party may terminate this Agreement with or without cause, by giving written notice sixty (60) days in advance of said cancellation date.

Functional Responsibilities.

The functional responsibilities of the P.R.C. are in accordance with the elements delineated hereunder:

1. ARUBA News Bureau for North America

A news bureau contact point is of great importance to tourist development. P.R.C. will act as such a point of contact for all of the interested audiences. The office staff will:

- * Handle inquiries; letter and telephone
- * Dispatch information
- * Review potential media visits
- * Create coverage opportunities and media placement
- * Alert both media and consumers to ARUBA and its attractions

2. Special Announcement Release

It is essential to let the media know they can come to P.R.C. for information on ARUBA. An announcement release would be distributed, inviting all key media influencers to contact P.R.C. for information, interview/visit opportunities and as a media contact point. P.R.C. is in daily contact with the media and their key creative people, as the firm has other clients serving similar audiences. National press, publishing travel roundup stories or features, usually contact P.R.C. as a matter of routine. This enables P.R.C. to establish close working relationships among the press, P.R.C. and ARUBA officials.

3. Media Mailing and Contact Lists

It is important to develop a precise and continually updated list of those who should be interested in ARUBA and who are likely to make productive use of ARUBA material.

The basic procedure is:

Develop Media Mailing and Contact Lists

- * General consumer
- * Trade
- * Special Interest
- * Target Markets
 - a) City/State/Regional
 - b) National
 - c) International

These listings will be placed in the P.R.C. computer which

eliminates the service cost of outside mailing houses and provides total accessibility as well as rapid update.

4. Development of a Press Kit

An attractive and factual press kit shall be created and developed, setting a tone of quality and accuracy and stimulates interest.

In preparing the press kit, P.R.C. will:

- * Oversee Paper, Kit Design
- * Write and Research Content
- * Select Photographs
- * Assemble

5. Press Kit Distribution

Agency will write a covering letter and forward with the kit to over 250 media outlets. This will enable editors to get to "know" ARUBA, if they do not already, and to use the material as opportunities develop.

6. Press Release Program

It is impossible to cover ARUBA with general press releases. The general ones are useful, but must be supplemented by a number of additional releases which focus on areas of special interests.

Press Releases

- * Develop angle such as:
 - a) Destination news
 - b) Tour packages
 - c) Happenings such as "Watapana"
- * Determine distribution, media and target markets
- * Make Special Placements

Projected ARUBA Press Releases would not only cover general subjects but also individual releases on such specialized topics as:

- * Deep sea fishing
- * Unique local flora and fauna
- * Photography (where to go, what to bring)
- * Special locations (for Divi-Divi trees, birds and animals)
- * Anthropology and history

- * Fine dining for all tastes
- * Shopping (including modest and deluxe goods)
- * Island tours on water and over land

P.R.C. shall create six to eight releases each year and previous material shall be updated regularly.

7. Press Trips

Great care must be exercised in the selection of press as well as in the precise local itinerary for the visit. Press trips should have a well-defined purpose and should emphasize quality, not quantity. P.R.C. recommends three escorted trips of four to six persons and approximately five individual visits.

Press Trip Organization

- * Develop angles for trip: new facilities, special events, sports, flora and fauna
- * Research areas where press coverage most needed
- * Develop list, radio, television, print
- * Issue invitations
- * Work with client on itinerary
- * Escort trip
- * Follow up upon return

P.R.C. shall work regularly with airlines and ground operators to secure complimentary transport and accommodations, making press trips even more cost-effective.

8. Newsletters

ARUBA needs to stay in constant touch with important publics - especially travel agents, tour organizers and corporate planners. It is also essential to reach the general public. A well-written newsletter is a good way to do this, provided it is timely and attractive.

P.R.C. shall, three-four times per year:

- * Develop concept and graphic requirements
- * Write and edit materials, caption photographs
- * Prepare mock-up
- * Secure printing and estimates
- * Oversee production
- * Distribute
- * Research topics; interview as required

The newsletter would cover:

- * New facilities update
- * Seasonal attractions
- * Cuisine news
- * Special events
- * Changes in personnel

A separate budget would be required for this activity.

9. Special Events

These include any legitimate opportunity to "make a point" and provide important chances to meet people, make friends and create an impression. ARUBA participants could include political and other personages. Each requires advance planning and sensitivity as to location and type of event in order to get the right people to attend in a receptive mood.

Special event planning includes:

- * Determine type of event - luncheon, reception, press conference
- * Supervise selection of location and menu
- * Handle decor and arrangements; organize audio visual
- * Prepare appropriate guest list to include print, magazine, TV, radio, wire services
- * Address and distribute invitations
- * Handle RSVPs; coordinate follow-up to ensure maximum attendance
- * Provide representation to implement agenda
- * Act as liaison with client on program agenda
- * Conduct post-event follow-up with press
- * Assemble portfolio of results

P.R.C. shall program three such events.

10. Catalog or Fashion Location Features

Many magazines and independent catalog producers seek overseas locations for purposes of photography. They will also feature fashion or other products from the country selected. This is a good way to get the attractions of ARUBA portrayed prominently to upper-income potential tourists. Careful attention to schedules and logistics is required and each feature must be negotiated and confirmed in writing as to credits and benefits. P.R.C. recommends one such shoot during

program's first year.

11. Television Features

Many TV programs travel regularly to film 15-20 minute segments of events or activities of interest to viewers - particularly those which are unusually "photogenic" and exciting.

Television planners and directors must be presented with exciting possibilities and their interest whetted. Logistical planning and negotiation for credits is required along with planning of itinerary and travel with follow-up for maximum exposure. Two TV visits are recommended.

12. Media Interviews

Most of the important media seek individual interview opportunities, particularly when key ARUBA personalities visit New York. These result in material which editorial people regard as exclusive and which tends to be featured. Important visitors from ARUBA to New York are good subjects for these interviews and four would be planned.

P.R.C. shall:

- * Research media interest
- * Schedule as appropriate
- * Brief interviewee on interviewer interests
- * Be present at interview
- * Follow up for questions, provide additional information to ensure publication or airing

13. ASTA Convention Support

P.R.C. shall arrange a program which will make ARUBA an outstanding success at ASTA Conventions.

P.R.C. shall:

- * Write and place a bylined article for the ASTA CONGRESS DAILY
- * Arrange interviews and introductions at the event itself for ARUBA representatives if in attendance
- * Research attendance by special influencers
- * Place press kit in news room
- * Attend and follow up as required

14. Maintenance of an Editorial Calendar

Many publications feature articles on cities, regions, and hotel round-up. An editorial calendar will ensure that ARUBA is featured

in all of these and that the material is stimulating and up-to-date.

P.R.C. shall:

- * Define target publications
- * Create and send appropriate material
- * Follow up to answer questions and assure publication

15. Promotional Opportunities

There are a number of opportunities to arrange tie-ins with other marketers who serve the same sort of clients and where association of ARUBA and their products or services makes sense for both. These include:

- * TV programs looking for special venues to shoot
- * Airlines looking for press opportunity and/or meeting sites to be potentially covered by the meetings/conventions press
- * Cultural tie-ins, festivals, sports competitions, special events

P.R.C. will be alert to these opportunities and report on them as they arise.

16. Marketing Support and Liaison

One of the major functions of a public relations agency is to actively participate in the destination's marketing process. This includes:

- * New promotional ideas
- * Follow-up on various newsworthy events
- * Special opportunities to make a point or suggest new marketing concepts

17. Public Relations Seminar

Staff familiarity with the fundamentals of public relations and skill in handling press inquiries and contacts is vitally important. It can mean the difference between a good rapport with the media and serious misunderstandings. P.R.C. shall prepare and present a three-hour workshop/seminar for tourist office personnel on public relations techniques. Training in this category reaps long-term benefits extending into many areas of public communications.

18. Bi-Monthly Reports

As part of services to the client, P.R.C. will file a bi-monthly report. This report summarizes public relations activities undertaken

by P.R.C. on behalf of ARUBA during the bi-monthly calendar period. It will list the number of releases distributed, media presentations, press visits, press contacts, catalog of press inquiries, press clips and other miscellaneous activities. This report is reviewed with the client to ensure that correct goals and objectives are being met.

Other Services

Professional public relations people must be always alert to new opportunities to promote a destination. In addition to the approved annual plan, additional items will be regularly defined and presented for consideration of potential benefits to ARUBA.

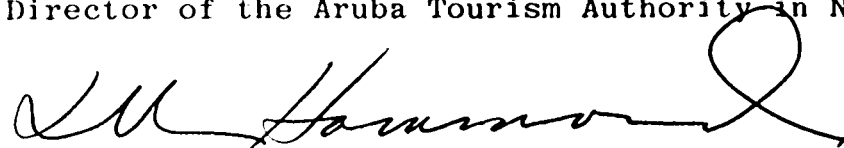
In witness whereof, the A.T.A. and the P.R.C. have duly executed this Agreement on October 23, 1986.

THE GOVERNMENT OF ARUBA

by: _____

W. W. Chai

Director of the Aruba Tourism Authority in North America



Lou Rena Hammond
President

Lou Hammond and Associates, Inc.